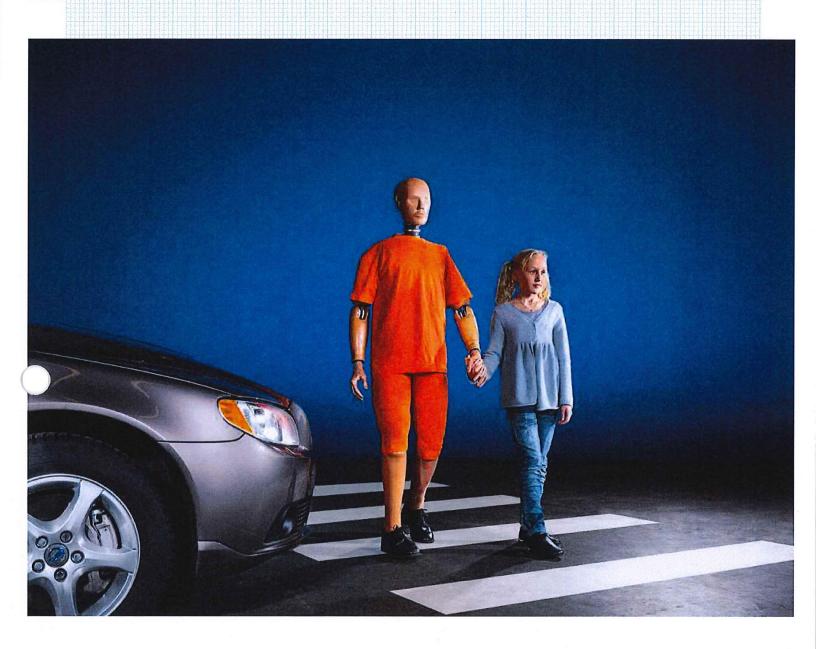
Driven for life







Multi-Year Summary

Selected Financial Data

Sales and Income	(Dollars in millions, except per share data)	20091)	20081)	20071, 2)	20061,3)	20054)
Operating income before income taxes 69 306 502 520 Income before income taxes 6 249 446 481 Net income attributable to controlling interest 10 165 288 402 Financial Position Current assets excluding cash 1,707 1,598 1,941 1,930 Property, plant and equipment 1,042 1,158 1,260 1,160 Intangible assets (primarily goodwill) 1,729 1,745 1,570 1,676 Non-interest bearing liabilities 1,610 1,861 1,552 1,441 Capital employed ⁹⁰ 3,988 3,389 3,583 3,498 Net debt 662 1,195 1,182 1,010 Total assets 5,186 5,206 5,305 5,111 2,010 2,488 Share data Earnings per share (US\$) – basic 0,12 2.29 3,70 4,90 Earnings per share (US\$) – basic 0,12 2.29 3,68 4,88						
Income attributable to controlling interest 6		ACTION DESIGNATION				\$6,205
Net income attributable to controlling interest 10 165 288 402 155 165	. •					513
Prinancial Position Current assets excluding cash 1,707 1,598 1,941 1,930 Property, plant and equipment 1,042 1,158 1,260 1,160 Intangible assets (primarily goodwill) 1,729 1,745 1,760 1,676 Non-interest bearing liabilities 1,610 1,361 1,552 1,441 Capital employed® 3,998 3,369 3,583 3,498 Net debt 6,62 1,195 1,182 1,010 Total equity® 2,436 2,174 2,401 2,488 Total assets 5,186 5,206 5,305 5,111 Long-term debt 821 1,401 1,040 888 Share data						482
Current assets excluding cash 1,707 1,598 1,941 1,930 1,970 1,158 1,260 1,160 1,1676 1,16	Net income attributable to controlling interest	. 10	165	288	402	293
Property, plant and equipment 1,042 1,158 1,260 1,160 Intangible assets (primarily goodwill) 1,729 1,745 1,760 1,676 1,	Financial Position					
Intangible assets (primarily goodwill) 1,729 1,745 1,760 1,676 Non-interest bearing liabilities 1,610 1,361 1,552 1,441 Capital employed® 3,098 3,369 3,583 3,488 Net debt 662 1,195 1,182 1,010 Total equity® 2,436 2,174 2,401 2,488 Total assets 5,186 5,206 5,305 5,111 Long-term debt 821 1,401 1,00 888 Share (US\$) – basic Earnings per share (US\$) – basic 0,12 2,29 3,70 4,90 Earnings per share (US\$) – basic 0,12 2,28 3,68 4,88 Total parent share blodles* equity per share (US\$)** 28,06 30,11 31,83 30,00 Cash dividends paid per share (US\$)** 0,21 1,60 1,54 1,36 Cash dividends paid per share (US\$)** 0,21 1,60 1,54 1,36 Cash dividends paid per share (US\$)* 1,41 1,60 1,41 <td>Current assets excluding cash</td> <td>1,707</td> <td>1,598</td> <td>1,941</td> <td>1,930</td> <td>1,867</td>	Current assets excluding cash	1,707	1,598	1,941	1,930	1,867
Non-interest bearing liabilities	Property, plant and equipment	1,042	1,158	1,260	1,160	1,081
Capital employed ⁽⁹⁾ 3,098 3,369 3,583 3,498 Net debt 662 1,195 1,182 1,101 Total equity ⁽⁹⁾ 2,436 2,174 2,401 2,488 Total assets 5,186 5,206 5,305 5,111 Long-term debt 821 1,401 1,040 888 Share data Earnings per share (US\$) – basic Earnings per share (US\$) – assuming dilution 0.12 2.29 3,70 4,90 Earnings per share (US\$) – assuming dilution 0.12 2.28 3,68 4,88 Total parent shareholders' equity per share (US\$) 28.06 30.11 31.83 30.00 Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends paid per share (US\$) - 1.42 1.56 1.41 Share repurchases - 1.74 380 221 Namber of shares outstanding (million) ⁽⁹⁾ 85.1 70.3 73.8 80.1 Ratios	Intangible assets (primarily goodwill)	1,729	1,745	1,760	1,676	1,679
Net debt 662 1,195 1,182 1,010 Total equity ⁶³ 2,436 2,174 2,401 2,488 Total assets 5,186 5,206 5,305 5,111 Long-term debt 821 1,401 1,040 888 Share dats Earnings per share (US\$) – basic 0.12 2.29 3.70 4.90 Earnings per share (US\$) – assuming dilution 0.12 2.28 3.68 4.88 Total parent shareholders' equity per share (US\$)** 28.06 30.11 31.83 30.00 Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends paid per share (US\$) - 1.42 1.56 1.41 Share repurchases - 1.74 380 221 Number of shares outstanding (million)** 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 <td< td=""><td>Non-interest bearing liabilities</td><td>1,610</td><td>1,361</td><td>1,552</td><td>1,441</td><td>1,418</td></td<>	Non-interest bearing liabilities	1,610	1,361	1,552	1,441	1,418
Total equity ⁹ 2,436 2,174 2,401 2,488 Total assets 5,186 5,206 5,305 5,111 Long-term debt 821 1,401 1,040 888 Share data Earnings per share (US\$) – basic 0.12 2.29 3.70 4.90 Earnings per share (US\$) – sasuming dilution 0.12 2.28 3.68 4.88 Total parent shareholders' equity per share (US\$) 28.06 30.11 31.83 30.00 Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends declared per share (US\$) - 1.42 1.56 1.41 Share repurchases - 1.74 380 221 Number of shares outstanding (million) ⁹⁰ 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 <td>Capital employed⁵⁾</td> <td>3,098</td> <td>3,369</td> <td>3,583</td> <td>3,498</td> <td>3,259</td>	Capital employed ⁵⁾	3,098	3,369	3,583	3,498	3,259
Total assets	Net debt	662	1,195	1,182	1,010	877
Total assets	Total equity ⁵⁾	2,436	2,174	2,401	2,488	2,382
Share data Earnings per share (US\$) – basic 0.12 2.29 3.70 4.90 Earnings per share (US\$) – assuming dilution 0.12 2.28 3.68 4.88 Total parent shareholders' equity per share (US\$) 28.06 30.11 31.83 30.00 Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends declared per share (US\$) - 1.42 1.56 1.41 Share repurchases - 174 380 221 Number of shares outstanding (million)** 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 1.1 7 1.2 17 Total equity (%)** 2 9 1.4 16 Return on total equity (%)** 47 42 45	Total assets	5,186	5,206	5,305		5,065
Earnings per share (US\$) – basic	Long-term debt	821	1,401	1,040	888	757
Earnings per share (US\$) – assuming dilution 0.12 2.28 3.68 4.88 Total parent shareholders' equity per share (US\$) 28.06 30.11 31.83 30.00 Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends declared per share (US\$) - 1.42 1.56 1.41 Share repurchases - 174 380 221 Number of shares outstanding (million) ⁽⁶⁾ 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁽⁶⁾ 2 9 14 16 Return on total equity (%) ⁽⁶⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Net debt to capitalization (%) 21 36 33 32 <	Share data					
Total parent shareholders' equity per share (US\$) 28.06 30.11 31.83 30.00 Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends declared per share (US\$) - 1.42 1.56 1.41 Share repurchases - 174 380 221 Number of shares outstanding (million) ⁶⁰ 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁵⁰ 2 9 14 16 Return on total equity (%) ⁵⁰ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 3,299 4,130 4,377 4,085 Sea	Earnings per share (US\$) - basic	0.12	2.29	3.70	4.90	3.28
Cash dividends paid per share (US\$) 0.21 1.60 1.54 1.36 Cash dividends declared per share (US\$) - 1.42 1.56 1.41 Share repurchases - 174 380 221 Number of shares outstanding (million) ⁽⁶⁾ 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁽⁶⁾ 2 9 1.4 16 Return on total equity (%) ⁽⁶⁾ 1 7 12 17 Total equity ratio (%) ⁽⁶⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 3 39 33 34 Other data	Earnings per share (US\$) – assuming dilution	0.12	2.28	3.68	4.88	3.26
Cash dividends declared per share (US\$) - 1.42 1.56 1.41 Share repurchases - 174 380 221 Number of shares outstanding (million) ⁶⁹ 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁶⁹ 2 9 14 16 Return on total equity (%) ⁶⁹ 1 7 12 17 Total equity ratio (%) ⁶⁹ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103	Total parent shareholders' equity per share (US\$)5)	28.06	30.11	31.83	30.00	27.67
Cash dividends declared per share (US\$) – 1.42 1.56 1.41 Share repurchases – 174 380 221 Number of shares outstanding (million) ⁶) 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁶⁾ 2 9 14 16 Return on total equity (%) ⁶⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 3,299 4,130 4,377 4,085 Seatbelt sales ⁵⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁵⁾ 3,292	Cash dividends paid per share (US\$)	0.21	1.60	1.54	1.36	1.17
Share repurchases - 174 380 221 Number of shares outstanding (million) ⁶⁾ 85.1 70.3 73.8 80.1 Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁶⁾ 2 9 14 16 Return on total equity (%) ⁶⁾ 1 7 12 17 Total equity ratio (%) ⁶⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbolt sales ⁸⁾ 3,299 4,130 4,377 4,085 Seatbolt sales ⁸⁾ <td></td> <td>_</td> <td>1.42</td> <td>1.56</td> <td>1.41</td> <td>1.24</td>		_	1.42	1.56	1.41	1.24
Ratios Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁽⁵⁾ 2 9 14 16 Return on total equity (%) ⁽⁵⁾ 1 7 12 17 Total equity ratio (%) ⁽⁵⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁽⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁽⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285) <td></td> <td>_</td> <td></td> <td></td> <td></td> <td>378</td>		_				378
Gross margin (%) 16.6 17.4 19.7 20.4 Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%) ⁵⁾ 2 9 14 16 Return on total equity (%) ⁵⁾ 1 7 12 17 Total equity ratio (%) ⁵⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Number of shares outstanding (million) ⁶⁾	85.1	70.3	73.8	80.1	83.7
Operating margin (%) 1.3 4.7 7.4 8.4 Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%)*** 2 9 14 16 Return on total equity (%)*** 1 7 12 17 Total equity ratio (%)*** 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales**/ Seatbelt sales**/ 3,299 4,130 4,377 4,085 Seatbelt sales**/ Seatbelt sales**/ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Ratios					
Pretax margin (%) 0.1 3.8 6.6 7.8 Return on capital employed (%)**) 2 9 14 16 Return on total equity (%)**) 1 7 12 17 Total equity ratio (%)**) 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales**/ Seatbelt sales**/ Net cash provided by operating activities 3,299 4,130 4,377 4,085 Seatbelt sales**/ Capital expenditures 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Gross margin (%)	16.6	17.4	19.7	20.4	20.4
Return on capital employed (%) ⁵⁾ 2 9 14 16 Return on total equity (%) ⁵⁾ 1 7 12 17 Total equity ratio (%) ⁵⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Operating margin (%)	1.3	4.7	7.4	8.4	8.3
Return on total equity (%) ⁵⁾ 1 7 12 17 Total equity ratio (%) ⁵⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Pretax margin (%)	0.1	3.8	6.6	7.8	7.8
Return on total equity (%) ⁵⁾ 1 7 12 17 Total equity ratio (%) ⁵⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Return on capital employed (%) ⁵⁾	2	9	14	16	16
Total equity ratio (%) ⁵⁾ 47 42 45 49 Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Consideration of Section 2. District Conference of the Conference					12
Net debt to capitalization (%) 21 36 33 29 Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)		47	42	45	49	47
Days receivables outstanding 75 49 64 70 Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)						27
Days inventory outstanding 40 39 33 34 Other data Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	to the course of					71
Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)						32
Airbag sales ⁷⁾ 3,299 4,130 4,377 4,085 Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	Other data					
Seatbelt sales ⁸⁾ 1,822 2,343 2,392 2,103 Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)		3.299	4.130	4.377	4 085	4,116
Net cash provided by operating activities 493 614 781 560 Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)				18		2,089
Capital expenditures 140 293 324 328 Net cash used in investing activities (157) (321) (345) (285)	The state of the s				1.50	479
Net cash used in investing activities (157) (321) (345)						315
	The state of the s					(303)
(010) (441)						(86)
Number of employees, December 31 30,200 34,000 35,300 35,700	. , ,					34,100

1) In 2009, 2008, 2007 and 2006 severance and restructuring costs reduced operating income by \$133, \$80, \$24 and \$13 million and net income by \$96, \$55, \$16 and \$9 million. This corresponds to 2.6%, 1.3%, 0.4% and 0.2% on operating margins and 1.9%, 0.8%, 0.2% and 0.1% on net margins. The impact on earnings per share (EPS) was \$1.14, \$0.76, \$0.21 and \$0.11, while return on total equity was reduced by 4.1%, 2.2%, 1.4% and 0.4%, respectively. 2) In 2007, a court ruling reduced operating income \$30 million, net income \$20 million, operating margin by 0.5%, net margin by 0.5%, net margin by 0.3%, EPS by \$0.26 and return on equity by 0.8%. 3) In 2006, a release of tax reserves and other discrete tax items boosted net income by \$95 million, net margin by 1.5%, EPS by \$1.15 and return on equity by 3.9%. 4) In 2005, the Jobs Creation act reduced net income by \$13 million, net margin by 0.2%, EPS by \$0.15 and return on equity by 0.5%. 5) Adjusted in accordance with FASB ASC 810-10-45, adopted on January 1, 2009. 6) At year end, net of treasury shares. 7) Incl. electronics, steering wheels, inflators and initiators. 8) Incl. seat components.